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ER 65-3172

23 JUN 1965

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MEMORANDUM FOR: Director of Central Intelligence

*MMPD File Copy*

SUBJECT : Post-Retirement Utilization of Agency Careerists

1. This report is in response to your suggestion that retiring Agency careerists might usefully be signed up as consultants. The report gives some of the policy and practical reasons limiting the use of the consultant status and describes other measures, in being and in prospect, for maintaining contact with former employees who may be of future use to the Agency. Specific recommendations are contained in paragraphs 4 and 5.

2. Career Intelligence Officers retiring from the Agency represent an asset of accumulated experience which can be of continuing usefulness to the Agency in a number of ways. They might, for example, be called on to serve in a consultant capacity to advise on matters within their areas of particular competence, or to assist in the development of intelligence sources or cover leads, or to assist in the Agency's recruitment and retiree placement programs. In an emergency, they might be recalled to full-time duty on a temporary basis. It is desirable, therefore, that the Agency maintain continuing contact with these retired officers in an employment relationship appropriate to their probable future use by the Agency.

3. Consultant Status: The Agency now has 99 consultants under formal contract or appointment. (A complete list is attached.) Our current policy ( ) provides that consultants will be obtained only when (1) there is a need for exceptional or specialized services which cannot be met from available staff employees or consultants already under contract with the Agency, (2) consultant service is beneficial to the Agency from an administrative and financial standpoint, and (3) the desired individual's services are not obtainable under other employment procedures. This policy has been held to be of such significance that a Deputy Director having a need for a consultant must first obtain the approval of the Director. The request setting forth the need is reviewed by the Director of Personnel in relation to the policy standards stated above. In addition, however, full security investigation is required and "conflict of interest" clearance by the General Counsel. The latter clearance requires the submission by the prospective consultant of a listing of all of his current private or federal employment connections and of his financial holdings and the favorable review of such listing by the General Counsel of CIA. This onerous requirement is established by Executive Order.

In view of the mandatory red tape involved in maintaining security and conflict of interest clearances on consultants, we believe that formal consultant status should be reserved for those retired CIA officers whose services will be needed in that specific capacity and that the Civilian Standby Reserve should be expanded to include those retired Agency officers who might be needed in other capacities.

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3. Civilian Standby Reserve: The Civilian Standby Reserve was established in 1958 to provide a reserve of experienced Agency employees who would be willing to serve in the Agency under conditions of an emergency or wartime expansion. In 1964, however, the Personnel Advisory Board endorsed in principle a proposal to expand and refine the concept of this Reserve to provide a personnel resource of professional and technical personnel qualified and willing to serve the Agency on an occasional basis as the need might arise. Current selection standards for the Reserve require that members have three or more years of Agency service, have been in grade GS-9 or above, be classified as "reemployable," and not be subject to any cover restriction which would preclude periodic contact. Nominees for the Reserve are screened by the Offices of Security, Medical Services and Personnel and by Central Cover Staff. Security clearances are not maintained on Reservists but Agency records on their status and employment are kept current through annual questionnaires. Updating of security clearances for the purpose of any specific assignment would, therefore, be relatively simple and prompt.

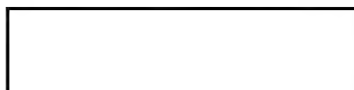
The present Reserve includes some 325 transferred to the "new" Reserve from the original group and 250 nominees now being circularized to ascertain their willingness to serve the Agency in this relationship. Although retired employees have been excluded from the Reserve in the past, principally on the ground that their age and (usually) unemployed status would limit their usefulness, the relatively younger retirement age under the CIA Retirement System and increased activity of our Retiree Placement Service would seem to overcome those arguments against their inclusion in the Reserve. Furthermore, the procedures already established for enrolling Reservists and keeping track of them provide an appropriate and suitable means for tapping the retired employee group for occasional use.

4. In order to take advantage of the asset represented by retired Agency careerists, we believe that positive steps should be taken when an officer retires to determine his probable future usefulness and to enroll him as a Reservist or enter into a formal Consultant relationship with him, as appropriate to the use anticipated. Procedurally, this could be accomplished as a part of the normal retirement processing without the creation of additional mechanisms. Specifically, it is proposed that the Request for Personnel Action (Form 1152) for the retirement of an employee in grade GS-9 or above include the recommendation of his Career Service as to his continued usefulness to the Agency in a Reserve or Consultant relationship. The Office of Personnel would initiate appropriate reviews and clearances based on this recommendation.

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5. It is recommended that the proposal stated in paragraph 4 above be approved in principle and publicized by distribution of copies of this memorandum to the Deputy Directors. It is further recommended that the Director of Personnel be directed to establish appropriate procedures to ensure that each retiring officer is considered for enrollment in the Civilian Standby Reserve or for employment as a Consultant, as appropriate in each case.



L. K. White  
Deputy Director  
for Support

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Attachment: A/S

The recommendations contained in paragraph 5 are approved.

*Richard Helms*  
Deputy Director of Central Intelligence

27 July 1982  
Date

Distribution:

- Ø - Return to D/Pers
- 1 - ER
- 2 - DD/S
- 2 - D/Pers (1 w/held)

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